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MEMORANDUM

From: RADM R. J. Papp, Jr.
Chairman, Leadership Advisory Council

Reply to: G-WTL
Attn of: CAPT T. D. Criman
202-267-6724

To: G-C

Subj: SPRING 2004 LEADERSHIP ADVISORY COUNCIL (LAC) FINAL REPORT

1. The Commandant's Leadership Advisory Council (LAC) met at the Coast Guard Academy on 27-28 April 2004. List of members in attendance is enclosed (enclosure 3). The Council satisfied their intended outcomes of (1) Revalidating the Charter (enclosure 1) and, (2) As the field conscience for leadership development across the workforce, developing a prioritized list of leadership issues brought forward for consideration (enclosure 2).

2. The LAC decided to pare down the generated list of thirteen leadership issues to a precious few – the top three. These were briefed at the VTC on 28 April and, according to corporate knowledge on the Council, are consistent with issues brought forward over the last few years.

a. Leadership and Management School (LAMS) continues to be a leadership intervention gap addressed at all hands meetings Coast Guard-wide. A FY-06 Resource Proposal is in play that would effectively give the LDC the capacity to train 100% of E-5 and a select number of officers and civilians (steady state minus legacy) on an annual basis.

b. The Unit Leadership Program (ULP) is well established, but a voluntary program used by less than 10% of CG units. A mandatory ULP would endorse and affirm what members learn at LAMS, and give leadership development requisite visibility and action.

c. E-Learning affords a leadership development delivery alternative to the more formal residential programs. Deepwater is pursuing a Learning Management System (LMS) that would serve as the engine for E-Learning modules. It may be incompatible with Direct Access, but if determined to in fact be compatible, leveraging this capacity across the Coast Guard would ultimately provide more ROI over current delivery methods and practices.

3. At the end of the day I understand the soft sciences (e.g., Leadership Development) are a more challenging sell with appropriators, but if we are not the employer of choice into the future our recruiting and retention efforts will suffer, and in turn, mission performance. Leadership development is a business imperative, and I thank you again for taking the time to meet with the Council.

4. I respectfully request approval/endorsement of the following:

- a. The LAC Charter. If approved, request you sign document in enclosure (1).

Approve _____ Disapprove _____

Comments:

b. The LAC top three issues for further development. Intention is to publish the results of the LAC in a ALCOAST to give visibility to people related issues your LAC is working:

1. LAMS... increased access/capacity
2. Unit Leadership Program... mandatory requirement across CG
3. E-Learning... expedite decision on Deepwater LMS/leverage use across CG

Comments:

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Encl: (1) LAC Charter for G-C approval/signature
(2) LAC Top Three followed by prioritized 10 secondary issues
(3) List of LAC Attendees at 27-28 April 2004 Council

Copy: G-CCS